

NSSC Employee Transition

Manager's Discussion Guide

January 2005



For additional information go to NSSC Website:

<http://nssc.nasa.gov/>

January 3, 2005

The NASA Shared Services Center (NSSC)

The NSSC will consolidate a variety of transactional and administrative activities currently being done at each NASA Center. It will provide high quality, efficient, consistent service to customers inside and outside the Agency within: Human Resources, Information Technology, Procurement and Financial Management.

NSSC Vision

Unparalleled Service

NSSC Mission

To provide timely, accurate, high quality, cost effective and **customer-focused** support for selected NASA business and technical services.

Employee Impact

Consolidation of targeted activities will result in work migrating from NASA Centers to the NSSC. This will directly impact many NASA employees who perform activities scheduled to transfer to the NSSC; impacts to a person's job could vary from as little as five percent to as much as 100 percent. NASA is committed to minimizing the stress and uncertainty of transition among impacted employees by promoting discussions with supervisors and employees to review options and create individualized transition plans.

Your role as a leader in preparing staff within Human Resources, Information Technology, Procurement and Financial Management for the transition to the NSSC:

- Identify all employees in your functional area impacted by the transition of work to NSSC regardless of the amount of impact.
- Familiarize yourself with the NSSC website where you can find listings of transitioning activities, schedules and key dates. (<http://nssc.nasa.gov/>).
- Schedule group meetings among your staff to discuss NSSC and plan to conduct one-on-one meetings with those employees whose jobs will be impacted 25 percent or more. Be available to meet with other impacted employees as needed.
- Use the proposed talking points in this brochure to help plan for employee meetings.

Suggested approaches for a meeting with employees:

- Be creative in exploring options available to employees.
- Encourage employees to develop an Individual Development Plan (IDP) to help assess their skills and interests, and to plan for development and potential career change if appropriate.
- Communicate with all functional employees honestly and in a timely fashion.
- Think long-term transition, the NSSC has a 3-year phase-in period.
- Be an active listener; recognize that employees have different needs.
- Let employees know what you know and commit to getting back to them on items you may not know.

Proposed talking points for employee meetings

- 1) Start by describing what the NSSC is, its benefits, and impacts. Suggested overview message can be found on the next page in the boxed text.
- 2) Describe in as much detail as possible those activities that are migrating to the NSSC that will directly impact the employee. Include in the discussion the approximate percentage of the employee's position that will be impacted.
- 3) Discuss scheduled dates of migration of activities, particularly those most pertinent to the employee. Also discuss as much as is known about the NSSC location.
- 4) Discuss the specific impact to the employee and what decisions the employee may need to make. For instance, employees whose positions are minimally impacted may only need to discuss the addition of duties to their current job. Employees with greater impact may need to consider options such as retraining/education, moving to a different job within or outside NASA, or a potential buyout or early out (if available). The list of options available and explanations appear on the next page.
- 5) Explore the employee's interest in applying for positions at the NSSC. Explain that there are three approaches that can be taken:
 - ✓ Applying for an Inherently Governmental (IG) job directly with NSSC once jobs are posted.
 - ✓ Applying through the Most Efficient Organization (MEO) which is the government bid for the commercial activity work transitioning to the NSSC.
 - ✓ Applying through a contractor also known as the Service Provider.
 - a. **Inherently Governmental (IG) Positions** – These are all civil servant positions within NSSC that will be announced and competed. Interested staff must apply for positions which will be posted on nasajobs.nasa.gov and nssc.nasa.gov beginning in March 2005.
 - Selected employees will be provided relocation expenses and appropriate incentives as needed.
 - Selection will be highly competitive; begin work on your resume.
 - b. **Most Efficient Organization (MEO) Positions** - The QUESTeam is the name of the team who put together the government bid to perform the Service Provider role for NSSC. The QUESTeam plans to begin announcing positions in March 2005. Positions will be posted on nasajobs.nasa.gov. Employees interested in these positions must apply under the vacancy announcement. Selections will be contingent upon the MEO being selected as the Service Provider for NSSC.
 - c. **Contractor** – If a contractor is selected to perform all or a part of the NSSC Service Provider role, the contractor may elect to announce vacant positions, in hopes of attracting qualified NASA employees.

Options to consider for employees directly impacted by NSSC

- **Job Redesign/Addition of duties**
- **Training and Development**
 - ✓ Training/Education
 - ✓ Rotational/Developmental assignment
- **Temporary Assignment**
 - ✓ Detail within Center
 - ✓ Detail to another Center
- **Reassignment**
 - ✓ Within Center
 - ✓ To another Center
- **Competitive Employment Opportunities**
 - ✓ Positions with NSSC (Inherently Governmental positions)
 - ✓ Positions with NSSC MEO (Government bid for commercial work)
 - ✓ Positions with NSSC contractor
 - ✓ Other NASA positions
 - ✓ Positions outside of NASA
- **Outplacement**
 - ✓ Buyout
 - ✓ Early Out
 - ✓ Career Transition Services



NSSC – key messages (what, how and why)

We are implementing a Shared Services Center that consolidates certain activities in Financial Management, Procurement, IT and HR opening Oct 1, 2005. The NSSC's vision is to provide "Unparalleled Service" which we will measure and report to our customers.

Developing and implementing the NSSC has been a team-based effort since it originated in 2001 with employees from all Centers participating. The transition of work to NSSC has been methodically scheduled over a 3-year period and includes both inherently governmental and commercial activities. Currently the commercial activity portion of the work is being competed.

The reason the Agency is implementing the NSSC is to provide outstanding service to customers. Additionally by consolidating services and optimizing processes Centers can redirect resources to meet mission requirements.

Explanation of potential options

- *Job Redesign/Addition of Duties*
Managers can potentially restructure an employees' job with the addition of new duties, or they can refocus the employee's job to perform work elements not previously performed. Generally this option will be more applicable to a person who retains a large percent of their job after the migration of activities to NSSC.
- *Reassignment*
Centers will make every effort to locate reassignment opportunities for employees whose positions will no longer exist after activities migrate to the NSSC. Centers may modify experience requirements to enable a reassignment as long as the Center determines that the employee would be able to perform the job within a reasonable period of time. Employees should also inform their supervisor or HR Specialist if they would be interested in reassignment opportunities at other Centers.
- *Training and Development*
Since the migration of activities to NSSC is over a 3-year period, managers should assess employee's long-term interests and goals. Employees who are substantially impacted by the NSSC may be interested in pursuing training, education or rotational assignments immediately to prepare for a potential change in their career, or to identify opportunities that may be of interest to them. Training and development provide options. An IDP is important to document the training plan to ensure that the employee has the options available.
- *Details within or outside current Center*
Detail assignments should be considered for developmental purposes as described above, for supporting Center needs (such as standing up the NSSC), and to provide impacted employees an opportunity to explore other career options. This is only a temporary measure, so employees need to tie this strategy to a longer-term strategy such as applying for other positions or accepting reassignment opportunities.
- *"Early Out" (Voluntary Early Retirement Authority VERA)*
The Agency plans to develop a justification to support use of Early Out Authority to provide an alternative option for those employees substantially impacted by NSSC. The request for Early Out Authority will include a justification for use of Buy Out Authority and would be offered under the same parameters.
- *Buy Out (Voluntary Separation Incentive Pay VSIP)*
The Agency plans to develop a justification to support an agencywide Buy Out to provide an alternative option for those employees substantially impacted by NSSC. The request for Buy Out will likely include a multi-year approach to be used in line with the migration schedule for activities moving to NSSC.

Explanation of potential options (continued)

- *Career Transition Assistance (CTAP)*
NASA will provide career transition assistance to all impacted employees. CTAP services offer a variety of tools to assist employees in transition to employment outside the agency, to a different career field, or transition to retirement or opportunities outside the Federal service.
- *Competitive Employment Opportunities*
Employees should be encouraged to consider other Federal opportunities, either with NSSC, another NASA Center or another Federal agency. NASA posts all vacancy announcements on <http://usajobs.opm.gov> and <http://nasajobs.nasa.gov>. OPM and NASA also have a job notification service that enables an applicant to register on line to receive an email when a position is posted that matches the criteria defined by the applicant. HR Offices are also prepared to work with employees to help them develop their resume and identify employment opportunities. Employees may also want to consider opportunities with NASA contractors.

Employee Assistance Program

Transition is a stressful time for all employees; those directly impacted and those whose peers or friends are impacted. Be cognizant of your employees needs and remember there are outstanding counseling services available if needed through each Center's Employee Assistance Program.

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